

Facility Planning Task Force Meeting Minutes (below)

Agenda

June 4, 2019

6pm - 8:30pm

Central Admin Office, Board Room

Objectives for the Meeting

1. Determine Task Force Recommendations
2. Evaluate our work and recommendations against the task force's critical success factors

Proposed Agenda

6:00 - 6:05 - Agenda Overview and Review Task Force Critical Success Factors

6:05 - 6:15 - Reaching Consensus

6:15 - 6:45 - Data Review

- a. Elementary with/without 4k (Pages 1-3)
- b. Capital Plan - what can we afford (Pages 4-5)
- c. Tonawanda Gym and possible classroom costs (Page 5)
- d. Re-Open Hillside - Elementary distribution (Pages 6-8)
- e. 5th Grade to Middle School - Capacity Impact (Pages 9-10)

6:45 - 8:00 - Determine Task Force Recommendations

8:00 - 8:10 - Review and confirm next steps

- a. Board of Education Update on June 11
- b. Draft Report sent to Task Force Members for Feedback on June 25
- c. Task Force Report feedback due back to Chris Thompson on July 2
- d. Final Task Force Report presented to Board of Education on July 9

8:10 - 8:20 - Task Force Process Feedback

Task force members will be asked to complete a short survey to reflect on their experience and the work of the task force

8:20 - 8:30 - Closing and Thank You!

Support Resources

- Presentation
- Support Data

By July, the Task Force will have addressed:

- What is our short- and long-term recommendation for Tonawanda?
- What does the District do with Hillside repairs needed in the short-term and what role does Hillside play in a long-term facility strategy?
- What do we do with Imperial Park?
- What happens when Swanson's land becomes so valuable we should consider selling?
- Does the District need another middle of town option to address enrollment growth (e.g. FVS)?
- What is our short-term strategy to address an enrollment surge? Modularity? Additions?
- How do we plan/prepare for the addition of 4k?

Path to a Recommendation

Date	Key Agenda Items	Support Materials Needed
February 12, 2019 Meeting #1	Agenda: 1. Group introductions and norms 2. Facility Inventory 3. Enrollment Projections	<ul style="list-style-type: none"> ● Enrollment Trends (Nov Report to Board) ● Facility Profile to include History ● District Map with Properties
February 26, 2019	Task Force Chair Board Update	
March 5, 2019 Meeting Two	Agenda: 1. Facility Options 2. Tonawanda Case Study	<ul style="list-style-type: none"> ● Enrollment History by Tract ● Presentation
March 19, 2019	Task Force Chair Board Update	
April 2, 2019 Meeting Three	Agenda: 1. Budget Overview, Impact, Strategies 2. Scenario Analysis: a. 4K Impact b. Re-Open Hillside c. New at Mary Knoll d. Tonawanda	<ul style="list-style-type: none"> ● 4-Year Old Projections ● 10-Year Capital Improvement Plan ● Recent (2005-2018) History of Financing Facility Needs
April 30, 2019	Task Force Chair Board Update	
May 7, 2019 Meeting Four	Agenda: 1. Evaluate Facility Solutions	
May 21, 2019	Task Force Chair Board Update	
June 4, 2019 Meeting Five	1. Establish Task Force Recommendations	
June 11, 2019	Task Force Chair Board Update	
July 9, 2019	Facility Planning Task Force presents Facility Planning Report to the Board of Education	

Minutes from Meeting:

Started promptly at 6:00PM

Reviewed:

- Critical Success Factors (Slide)
- Meeting Objectives (Slide)
- Establishing Consensus (Slide)
 - Context of data
- Summary Option Review (Slide)
 - Review of options removed at the May meeting

Data Review (Slide)

- Data models current projections with/without 4K enrollment
 - Data also models full-day 4K - but a more realistic consideration for the model would be the ½ day option offered in all but 5 school districts across the state
- Hillside re-opening is modeled
 - Tracts, or partial tracts would be realigned, as we try to move students to the west to relieve pressure from Elm Grove and make sure enough students populate Hillside to make a re-opening worth the investment
 - Tracts reassigned were selected based on history and geographical location, but are only presented to model the disruption. Actual tract assignments would be determined by a committee that would also consider exceptions.
 - When Hillside was closed in 2012, it was down to 60%-62% capacity - with 100 non-residents of the 350 total students attending. The Board had already decided to phase out open enrollment so Hillside was only going to get smaller until resident enrollment started to grow again.
 - Drafted model suggests over 20% of all elementary students (600+) would be disrupted in a Hillside re-opening
 - Model uses current (2018-19) students, 5th graders are not counted in the disruption since they would not be impacted (on to middle school), nor are incoming KG students since they have yet to start
- Middle School Data showing the impact of moving 5th grade to the middle schools (build additions) is also modeled
- Members were asked to talk about the data at their respective tables and identify any questions or share conclusions reached after review of the data.
- Questions raised include:
 - Is there a way with projections to give the community a timeline/guarantee that we won't close school?
 - Unfortunately, there could be no such guarantee - Hillside decision was based on current enrollment, projected enrollment, and budget needs (20 straight years of budget cuts)

- How does increased enrollment capacity impact staff?
 - Staff would be shifted along with the students. May not be an increase in teaching staff, but the District estimates an annual operating budget impact of \$1,000,000 - \$1,500,000 to pay for additional costs (maintenance, food service staff, Principal, support staff, resource staff, etc)

Task Force Recommendation Options (Slides)

Several possible recommendations were presented to the group in advance of the meeting for consideration. Those recommendation options included:

Task Force Recommendation Options - Hillside Solution (Slide)

1. If capacity at three elementary schools reaches 90%, remodel and re-open Hillside to relieve capacity pressures across the District.
2. In order to prepare for the possible re-opening of Hillside Elementary School, the District should continue to make necessary repairs to Hillside that will have long-term value (e.g. roof repairs).
3. The District should prioritize the projected Hillside remodeling costs (estimated \$8.4 million) in its current 10-year capital plan to avoid a referendum to re-open Hillside.
4. A re-opening of Hillside solution should not be pursued and the District should no longer invest dollars in its long-term maintenance.

Task Force Recommendation Options - Middle School Solution (Slide)

1. If capacity at three elementary schools reaches 90%, begin to pursue a referendum that would expand our middle schools to accommodate 5th grade, regardless of timing.
2. If capacity at three elementary schools reaches 90%, use enrollment balancing strategies in the intermediate term (3-5 years) and pursue a referendum in 2027-28 that would expand our middle schools to accommodate 5th grade.
3. If capacity at three elementary schools reaches 90%, begin to pursue a referendum that would expand our middle schools to accommodate 5th grade only if it coincided with the payoff of District debt in 2027-2028.
4. A 5th grade to middle school solution should not be pursued.

Task Force Recommendation Options - Tonawanda Solution

1. Build a new gymnasium at Tonawanda in 2020 at an estimated cost of \$4.5 million to immediately address the gym/cafeteria constraint due to rising enrollment, as well as provide gym space that matches the standard (size, functionality, quality) of our other elementary schools.
2. In addition to addressing the gymnasium-cafeteria constraint at Tonawanda, the District should also invest \$4.3 million to add four classrooms in anticipation of future enrollment needs.

3. And(In addition to one of the above options)/Or: Should Tonawanda enrollment reach 90% before other elementary schools, begin a process to balance enrollment between Tonawanda and Swanson/Dixon.

Task Force Recommendation Option - Imperial Park

1. The District should liquidate excess property at Imperial Park.

Task Force Recommendation Option - Processes

- The District should establish an ongoing Facilities and Enrollment Committee that meets once/twice a year to review facility priorities and enrollment trends, and their potential impact on the 10-Year Facility Plan. This committee would serve as advisory to District leadership and the Board of Education.
- The District should consider a Facilities Referendum in 2027-2028 that is timed with the payoff of referendum debt and could be used to address gaps in facility standards identified by the Facilities and Enrollment Committee.

Task Force Recommendations

All task force members engaged in an active discussion focused on the recommendation options. Over the course of 90 minutes, the task force narrowed the options to the recommendation summarized below. A complete Executive Summary Report and support details will be presented to the Board of Education at its meeting on July 9 at 6pm.

Recommendation #1

The greatest facility need in the District is the construction of a new gym at Tonawanda. Not only does this allow the school to utilize all classroom spaces in the school by removing the cafeteria/gym constraint, it also elevates Tonawanda's gym space to a facility standard that is available at all other elementary schools. The task force would recommend that this construction occur as soon as possible (e.g. Summer 2020), and consider in its design the ability to expand by 2-4 classrooms sometime in the future.

Recommendation #2

Expand elementary capacity by investing in the re-opening of Hillside Elementary school. There is no timetable with this, but possible triggers discussed could be three elementary schools reach 90% capacity, or, two schools reach 100% capacity. The task force will recommend that the Board begin to allocate dollars in the long-term capital budget for this future expense, as well as prepare for its re-opening with the development of design and pre-construction documents in the short-term.

Recommendation #3

The Board of Education should liquidate the Imperial Park property. There is no likely scenario when this property becomes useful to the District because of its size and location.

Recommendations #4 and #5

- The District should establish an ongoing Facilities and Enrollment Committee that meets once/twice a year to review facility priorities and enrollment trends, and their potential impact on the 10-Year Facility Plan. This committee would serve as advisory to District leadership and the Board of Education.
- The District should consider a Facilities Referendum in 2027-2028 that is timed with the payoff of referendum debt and could be used to address gaps in facility standards identified by the Facilities and Enrollment Committee.

The task force fully supported a semi-annual/annual process to have a knowledgeable District committee review enrollment trends and their impact on the facility recommendations. Several task force members indicated an interest to participate on such a committee, and noted the value of task force members as people who have already invested several hours understanding District's facilities, financials, and enrollment projections. Chris forecasted this committee, if endorsed by the Board, would meet in November 2019, following the finalization of 2019-20 enrollments and the updating of projections.

Closing out the Task Force

Chris reviewed the next steps which include:

- Task Force draft report presented to the entire Task Force for feedback (estimated distribution on 6/27)
- Co-Chair presentation of the Task Force recommendations to the Board of Education on July 9, 2019 at 6pm (Central Office location) - All task force members invited to attend and be recognized
- Board of Education will consider the recommendations for discussion and possible action in August/September

Following the timeline review, the task force reviewed its performance against the critical success factors and verified that all questions identified at the start of our work had been answered. Chris Thompson recognized the members for their willingness to engage in this work, and thanked them for the time commitment, particularly during the last week of school.

Finally, task Force members were asked to complete a survey reflecting on their experience, and the meeting ended at 8:20pm.